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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT, MARCH 2015

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ACRONYMS

CLDP	Commercial Law Division Program
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
DGGC	Directorate General of Government Contracts
GO	Governor Office
Gol	Government of Iraq
HQ	Headquarter
KMoLSA	Kurdistan Ministry of Labor and Social Affairs
KRG	Kurdistan Regional Government
MoCH	Ministry of Construction & Housing
MoE	Ministry of Electricity
MoF	Ministry of Finance
MoH	Ministry of Health
MoIM	Ministry of Industry & Minerals
MoLSA	Ministry of Labor & Social Affairs
MoMPW	Ministry of Municipality & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoTA	Ministry of Tourism and Antiques
MoTr	Ministry of Transportation
MoWR	Ministry of Water Resource
NCMDIT	National Center for Management Development and Information Technology
OPDC	Oil Products Distribution Company
PM	Project Management
SBDs	Standard Bidding Documents
SCOP	State Company for Oil Projects
SSN	Social Safety Net
ToT	Training of Trainers
USAID	United States Agency for International Development

SUMMARY

USAID-*Tarabot* continued to provide assistance to a range of Government of Iraq (GoI) partners in the application of internationally recognized procurement processes, through both hands-on training and workshops. Work continues to broaden the precedent set by GoI partners piloting the modern procurement techniques learned from USAID-*Tarabot*.

As a key measure of USAID-*Tarabot*'s strategy to secure the procurement initiative's sustainability, a range of capacity building assistance started for the Ministry of Planning (MoP). This includes direct training, as well as incorporating Ministry of Planning procurement officers as trainers and advisors in workshops and technical assistance provided to other GoI entities. The enthusiasm with which the ministry has taken up its role as the oversight body for procurement in Iraq is palpable and an encouraging sign for long-term sustainability.

The national procurement ToT program continued this month with the last procurement training, delivered jointly by USAID-*Tarabot* and the Ministry of Planning's Directorate General for Government Contracts (DGGC) to 23 (13 males, 10 females) government officials. Held at the Ministry of Planning National Center for Management Development and Information Technology (NCMDIT), this training focused on ToT techniques.

Additionally, MoP continued implementation of their 2015 training program, by delivering two 5-day workshops on 2014 Regulations for Implementing Government Contracts, and Iraqi Procurement Laws at the MoP NCMDIT to a total of 139 (82 males, 47 females) government officials from various GoI entities. The knowledge gained from these workshops will help GoI entities increase productivity and overcome obstacles in implementing the new regulations. USAID-*Tarabot* is limiting its role in building the capacity of GoI entities in SBDs, as MoP takes over future trainings of GoI officials.

USAID-*Tarabot* continued to support MoP in site visits to GoI entities applying SBDs to pilot projects. Visits took place to the Ministries of Health, Tourism and Antiques where SBDs are being applied by a team of experts from MoP and USAID-*Tarabot*. At the same time, a team of experts from MoP conducted a site visit to Ministry of Water Resource to train and mentor ministry staff on applying SBDs to selected pilot projects. The visit was conducted without the assistance of USAID-*Tarabot*, a first of its kind, as MoP is taking over from USAID-*Tarabot* the procurement capacity building program

Support continues to seven GoI entities implementing the comprehensive procurement reform package. The Ministries of Electricity, Finance, Health, Oil and Transportation, and Governor Offices of Basrah and Najaf are the direct beneficiaries of this II element program, where technical guidance was provided in a variety of areas including procurement process, planning, archiving, staffing and structure, laws and regulations, SBDs and webpage development.

USAID-*Tarabot* continued the comprehensive study on the oil sector in Iraq. Relevant information was collected for the study by the team of experts from various public and private sector representatives. Most significantly, the meeting with the Deputy Minister of Oil and his Chief of Staff to discuss problems and challenges facing the development of the oil sector. During this month, site visits were made to Basrah to begin collecting information from Southern Oil Company, and Southern Refineries Company.

USAID-*Tarabot* and Kurdistan Ministry of Labor and Social Affairs (KMOLSA) continue to prepare the necessary documents for the deployment of SSN in the sub-branches of Dahuk, Erbil, and Sulaymaniyah. This included the generation of error reports for the Dahuk site. These documents and reports will be submitted to the minister for review and action.

Events: USAID-*Tarabot* project engaged in a variety of activities during March. The following breakdown is a disaggregation of the events:

- **Total Events:** USAID-*Tarabot* teams held (46) events; representing (3) workshop and (43) meetings.
- **Locations:** (36) of these events were held at locations in Baghdad, while (6) events were delivered in Basrah, (2) Events in Najaf and Erbil each.
- **Total Number of GoI officials:** a total of (100) government officials were trained on SBDs, representing (65) males and (35) females.
- **Institutions:** a total of (10) government institutions were involved in USAID-*Tarabot* activities in March; representing (8) ministries, and (2) governorates.
- **Tarabot Technical Teams:** (34) events were implemented by Procurement Advisory Unit, (10) events were implemented by Oil Assessment Team, and (2) events were implemented by SSN Senior Advisor in Kurdistan Region.

I. PUBLIC PROCUREMENT CAPACITY BUILDING

As part of its ongoing efforts to improve Iraq's service-oriented capital investments, USAID-Tarabot is partnering with the Ministry of Planning (MoP) to support the Government of Iraq (GoI) to make use of its investment budget through fair and transparent procurement systems. These reforms will improve service delivery by lending efficiency and transparency to the procurement process. They will help to create an environment conducive to fair and open competition in the tendering and awarding of contracts, and build the confidence of the private sector in the government's bidding process. In the past, the transparency and efficiency of government procurement has been hindered by reliance on disorganized, paper-based systems and antiquated processes. The government needs to make concrete reforms in order to bring the expertise of international firms upon which the success of complex large projects often rests. USAID-Tarabot works with the MoP to deliver complementary capacity building activities and systems reform with the ultimate goal of establishing unified procurement system aligned with international standards.

I.1 Ministry of Planning Capacity Building

As the chief coordinating entity for public contracting in Iraq, MoP has been a longstanding partner of USAID-Tarabot in procurement reform, and is positioned to take the lead on Iraq's national-level procurement reform initiative. USAID-Tarabot has taken steps to prepare the ministry to do so through knowledge transfer and anchoring of sound practices. Procurement training provided for the MoP is bolstered by hands-on experience, as MoP staff partner with USAID-Tarabot advisors to jointly conduct workshops and applied trainings for other GoI entities. These ongoing activities are important opportunities for MoP staff to garner knowledge about procurement and acquire training skills, which will be critical as the national reform process moves forward.

Commercial Law Development Program (CLDP)

USAID-Tarabot and MoP participated in the Commercial Law Division Program (CLDP) held in Amman, Jordan. This four-day workshop was organized by the US Department of Commerce, in cooperation with the US State Department and Ministry of Planning. The program was on "Risk Mitigation and Dispute Resolution in International Government Contracts", where a delegation of 15 Iraqi government officials and university professors participated in phase one of the workshop on Dispute Prevention and International Arbitration. Among those present was the Ministry of Planning Director General for Government Contracts (DGGC), Dr. Azhar Hussain. USAID-Tarabot delivered three presentations on the general terms and conditions of contracts, comparison of international procurement system to the Iraqi one, and clauses of the standard bidding documents addressing pre-award dispute prevention.



USAID-Tarabot and MoP participate in CLDP workshop

Public Procurement ToT Program

The national procurement ToT program continued this month with the final ToT training, delivered jointly by USAID-Tarabot and the Ministry of Planning's Directorate General for Government Contracts (DGGC) to 23 (13 males, 10 females) government officials. Held at the Ministry of Planning National Center for Management Development and Information Technology (NCMDIT), this ten day training focused on ToT techniques, with 12 government officials are from Ministry of Planning, and 11 from 4 ministries (Construction and Housing, Industry and Minerals, Municipality and Public Works, and Water Resource) and 3 Governor Offices (Babil, Basrah and Muthanna).



Public Procurement ToT Graduation Ceremony at Ministry of Planning

A graduation ceremony was held on March 25, 2015 and attended by the Minister of Planning Dr. Salman Al Jumayli, where certificates were awarded to participants completing the ToT program. The Deputy Minister for Technical Affairs, Ministry Inspector General, and Director General for Government Contracts Dr. Azhar Hussain also attended the graduation ceremony. USAID and Tarabot management attended the ceremony.

MoP is now selecting the strongest 10 participants to attend one final expert-level training courses on public procurement at the International Training Center of ILO in Turin, Italy. MOP will conduct rigorous testing to make sure that the investment to be made in these 10 will have the highest impact. Meanwhile, MoP will start gradually giving them training responsibilities once they return back from the ILO training. Additionally, USAID-Tarabot will stand ready to coach and assist them in the initial and advance phase.



Minister of Planning handing-out Certificates to ToT Graduates

MoP Implementation of 2015 Procurement Capacity Building Plan

MoP continued to implement their 2015 training program, by delivering two 5-day workshops on 2014 Regulations for Implementing Government Contracts, and Iraqi Procurement Laws at the MoP NCMDIT. The first workshop was attended by 84 (49 males, 35 females) government officials from Council of Ministers Secretariat (COMSEC), Council of Representatives, and Ministries of Planning, Electricity, Culture, Trade, and Construction and Housing. The second workshop was attended by 45 (33 males, 12 females) government officials from; COMSEC, Council of Representatives, Ministries of Agriculture, Communication, Environment, Industry and Minerals, Oil, Trade, Transportation, Water Resource and Diwaniyah GO were present, in addition to representatives from the Iraqi Media Authority, Sunni Endowment, and Iraqi Federation of Industries.

The knowledge gained from these workshops will help Gol entities increase productivity and overcome obstacles in implementing the new regulations. In particular, a comparison between the new and old regulations was explained, and clarity in using standard bidding documents for consultancy services. USAID-Tarabot is limiting its role in building the capacity of Gol entities in SBDs, as MoP takes over future trainings of Gol officials.

Public Procurement Help Desk

A draft proposal for the establishment of a public procurement help desk, at MoP DGGC was developed by USAID-Tarabot and will be submitted officially to MoP within the next few weeks. This proposal identifies the role of the help desk, structure, job description for staff, in addition to the mechanism that can be used to communicate with Gol entities and contractors (i.e. electronic website, hotline, and on-line library).

USAID-Tarabot will provide on the job training for MoP's helpdesk staff according to needs and capacity, as they provide support and coaching to Gol entities. This will further ensure sustainability, as MoP help desk will have at its disposal teams on call to trouble shoot and assist Gol entities whenever needed.

Public Procurement Curriculum

USAID-Tarabot Procurement advisors finalized this month the combining and summarizing of all comments and feedback received from ministries and governorates on SBDs. Technical recommendations on the revision was documented by USAID-Tarabot to be included in the final package submitted to MoP. Last month, MoP asked USAID-Tarabot to assist them in revising the SBDs before reissuance so they do not contradict Iraqi contracting laws. Once MoP completes the revision, the SBDs will be translated into English and reissued formally.

In the meantime, work commenced on modifying the procurement curriculum. Three documents related to the competency level are being modified. These documents are: an Instructor's Guide, Participants Workbook and power point presentation. Once completed, modification of the advance level documents will begin.

Implementation of Procurement Standard Bidding Documents (SBDs)

According to MoP schedule for applying SBDs to pilot projects, a team of experts from MoP conducted three site visits this month to Ministries of Health (MoH), Tourism and Antiques (MoTA), and Water Resource (WR) to train and mentor ministry staff on applying SBDs to selected pilot projects.

The visit to MoWR was conducted without the assistance of USAID-Tarabot, a first of its kind, as MoP is harvesting from USAID-Tarabot procurement capacity building program. With limited intervention, USAID-Tarabot assisted the team of experts during their visits to MoH and MoTA, where ministry ToT graduates contributed by explaining some sections of the SBDs, and answering questions from the participants.

For MoTA, SBDs were applied to a \$2.5 Million USD project; construction of multipurpose building in Maysan. Hands-on-training was delivered to 22 (16 males, 8 Females) government officials, most notably, technical guidance on completing the data and tables for evaluation qualification criteria and the special conditions on SBDs for execution of works.

For MoH, SBDs are being applied to 2 pilot projects; construction of 300 beds hospital for women and children in Diwaniyah, and study and design for construction of 200 beds hospital in Wasit. Training is being provided to 13 (5 males, 8 females) government officials on using bidding documents for turn-key projects and consultancy services.

Among both teams of experts were ToT graduates, who contributed in explaining some sections of the SBDs, and answering questions from participants.



ToT Graduate explains SBDs to Ministry of Tourism staff

1.2 Ministries and Governor Offices Capacity Building

USAID-Tarabot continued its broad procurement reform program with 7 GoI entities; engaging with 5 ministries (Electricity, Finance, Health, Oil/ State Company for Oil Projects (SCOP), and Transportation), and 2 Governor Offices (Basrah and Najaf). This program consists of 11 elements, where improvements contribute to better performance:

1. Implementing Procurement Laws and Regulations
2. Have a Fully Functional Procurement Department
3. Have Qualified Procurement Staff
4. Procurement Standard Process
5. Procurement Plans
6. Standard Bidding Documents (SBDs)
7. Procurement Performance Indicators
8. Procurement Records Management/Archiving
9. Reporting on Procurement Activities
10. Procurement Department Webpage
11. Subscription to dg Market

Progress for each ministry and governor office can be reviewed below, according to the agreed action plan:

Ministry of Electricity (MoE)

According to the procurement reform action plan agreed with the Ministry of Electricity, USAID-Tarabot continued its technical assistance to the ministry in improving its procurement function in the areas of planning, archiving, and SBDs. Technical support was provided in updating the ministry's 2015 procurement plan. Technical guidance was provided on completing the necessary information essential in developing an effective procurement plan. This requires input from various departments (i.e. engineering, finance), and to set a time table for frequent flow of information, so it ensures constant update to the plan.



Ministry of Electricity training on SBDs

With the aim of developing a database for qualified contractors and suppliers, a form was developed requesting information from international companies that are interested in working with the ministry. This form was later revised so it expands the gathering of information for contractors and vendors and therefore will lead to a much improved database that will help the ministry in the evaluation process. Once the information is completed, the database will be designed and fed with the information that will help the ministry in selecting qualified contractors and suppliers.

Additionally, USAID-Tarabot completed training 61 (37 males, 24 females) ministry officials on using SBDs for supplying of goods and electro-mechanics contracts. To further ensure participants understand the importance of using SBDs in electro-mechanical works type of contracts, a sample project was used to explain how to prepare the designs, BoQs, and installation services.

The training originally started with the participation of 53 ministry officials; however it increased due to the involvement of additional directorate staff upon request from the ministry. Examples of ministry directorate's training related to energy production, transmission, and distribution, operating and control, and training and studies.

Ministry of Health (MoH)

USAID-Tarabot interventions this month with the Ministry of Health focused on improving procurement record management, archiving, reporting, and using SBDs. The ministry has been following a checklist proposed by USAID-Tarabot where relevant documents for each contract is identified and organized in a box file.

The introduction of a reporting template and a sample report led to the ministry acceptance to use the template. Sample reports will be produced over the next few weeks, and the ministry is targeting to produce procurement reports for internal distribution in the following months.

USAID-Tarabot assisted the ministry in applying SBDs to two selected pilot projects; construction of 300 beds hospital for women and children in Diwaniyah, and study and design for construction of 200 beds



hospital in Wasit. Training is being provided to 13 (5 males, 8 females) government officials on using bidding documents for turn-key projects and consultancy services.

Ministry of Oil (MoO)

This month, site visits were made to the State Company for Oil Projects (SCOP) to complete the assessment for procurement functions. Meetings were held with the Contracts department manager and Quality Management department manager to collect relevant information that will help evaluate the strength and weaknesses of SCOP. The following information was gathered:

- company organizational structure
- project management process flow chart
- aggregated projects progress tracking report
- staffing and human resource report
- project management teams establishment
- sample project schedule
- sample project contract

Additionally, USAID-Tarabot Procurement team accompanied the oil assessment team in its site visit to MoO-HQ, Southern Oil Company, and Southern Refineries Company. The meeting at HQ was with the Deputy Minister and Minister Chief of Staff where, USAID-Tarabot offered its assistance in the following areas:

- Developing a procurement system, and providing capacity building training to the Contracting departments for eighteen companies affiliated with the ministry
- Technical assistance for the Contracting and Licensing department on the technical service contracts for oil extraction
- Developing an electronic identity card for ministry trucks transporting oil

The site visits in Basrah to Southern Oil Company, and Southern Refineries Company was to begin collecting the information for the assessment on the Iraqi oil sector.

Ministry of Transportation (MoTr)

According to the procurement reform action plan agreed with the Ministry of Transportation, USAID-Tarabot provided technical assistance this week in two areas, procurement planning, and electronic archiving. Guidance was provided on updating the 2015 procurement plan for the ministry, with the presence of the Deputy General Manager of Contracts and Licenses department, as minor deficiencies were noticed and resolved. Once completed, the ministry will submit the plan to MoP.

Hands-on training was provided to the archiving staff on how to electronically archive procurement records. USAID-Tarabot selected some contracts as an example, where technical guidance was provided on how to electronically archive the contract, tender, and correspondences with the contractor.

A snapshot for Ministry of Transportation Electronic Archiving of Procurement Records for 2015

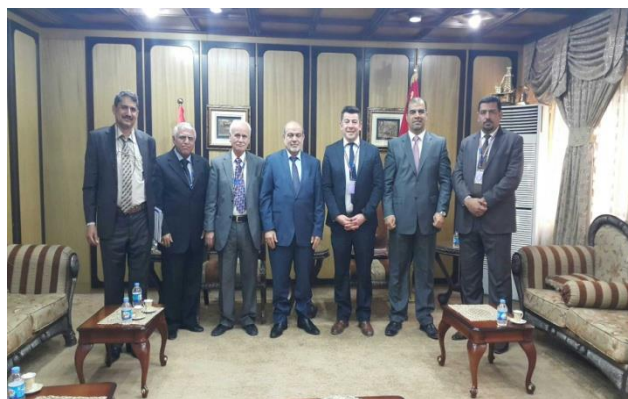
الترتيب	رقم الطلب	التاريخ	الموضوع	الجهة	رقم الطلب
١	١٠١٠١٠١٠١	٢٠١٥/٠١/٠١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠١
٢	١٠١٠١٠١٠٢	٢٠١٥/٠١/٠٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٢
٣	١٠١٠١٠١٠٣	٢٠١٥/٠١/٠٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٣
٤	١٠١٠١٠١٠٤	٢٠١٥/٠١/٠٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٤
٥	١٠١٠١٠١٠٥	٢٠١٥/٠١/٠٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٥
٦	١٠١٠١٠١٠٦	٢٠١٥/٠١/٠٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٦
٧	١٠١٠١٠١٠٧	٢٠١٥/٠١/٠٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٧
٨	١٠١٠١٠١٠٨	٢٠١٥/٠١/٠٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٨
٩	١٠١٠١٠١٠٩	٢٠١٥/٠١/٠٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٠٩
١٠	١٠١٠١٠١١٠	٢٠١٥/٠١/١٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٠
١١	١٠١٠١٠١١١	٢٠١٥/٠١/١١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١١
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١٣	١٠١٠١٠١١٣	٢٠١٥/٠١/١٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٣
١٤	١٠١٠١٠١١٤	٢٠١٥/٠١/١٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٤
١٥	١٠١٠١٠١١٥	٢٠١٥/٠١/١٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٥
١٦	١٠١٠١٠١١٦	٢٠١٥/٠١/١٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٦
١٧	١٠١٠١٠١١٧	٢٠١٥/٠١/١٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٧
١٨	١٠١٠١٠١١٨	٢٠١٥/٠١/١٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٨
١٩	١٠١٠١٠١١٩	٢٠١٥/٠١/١٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١١٩
٢٠	١٠١٠١٠١٢٠	٢٠١٥/٠١/٢٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٠
٢١	١٠١٠١٠١٢١	٢٠١٥/٠١/٢١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢١
٢٢	١٠١٠١٠١٢٢	٢٠١٥/٠١/٢٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٢
٢٣	١٠١٠١٠١٢٣	٢٠١٥/٠١/٢٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٣
٢٤	١٠١٠١٠١٢٤	٢٠١٥/٠١/٢٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٤
٢٥	١٠١٠١٠١٢٥	٢٠١٥/٠١/٢٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٥
٢٦	١٠١٠١٠١٢٦	٢٠١٥/٠١/٢٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٦
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٢٨	١٠١٠١٠١٢٨	٢٠١٥/٠١/٢٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٨
٢٩	١٠١٠١٠١٢٩	٢٠١٥/٠١/٢٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٢٩
٣٠	١٠١٠١٠١٣٠	٢٠١٥/٠١/٣٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٠
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٣٢	١٠١٠١٠١٣٢	٢٠١٥/٠١/٣٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٢
٣٣	١٠١٠١٠١٣٣	٢٠١٥/٠١/٣٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٣
٣٤	١٠١٠١٠١٣٤	٢٠١٥/٠١/٣٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٤
٣٥	١٠١٠١٠١٣٥	٢٠١٥/٠١/٣٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٥
٣٦	١٠١٠١٠١٣٦	٢٠١٥/٠١/٣٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٦
٣٧	١٠١٠١٠١٣٧	٢٠١٥/٠١/٣٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٧
٣٨	١٠١٠١٠١٣٨	٢٠١٥/٠١/٣٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٨
٣٩	١٠١٠١٠١٣٩	٢٠١٥/٠١/٣٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٣٩
٤٠	١٠١٠١٠١٤٠	٢٠١٥/٠١/٤٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٠
٤١	١٠١٠١٠١٤١	٢٠١٥/٠١/٤١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤١
٤٢	١٠١٠١٠١٤٢	٢٠١٥/٠١/٤٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٢
٤٣	١٠١٠١٠١٤٣	٢٠١٥/٠١/٤٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٣
٤٤	١٠١٠١٠١٤٤	٢٠١٥/٠١/٤٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٤
٤٥	١٠١٠١٠١٤٥	٢٠١٥/٠١/٤٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٥
٤٦	١٠١٠١٠١٤٦	٢٠١٥/٠١/٤٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٦
٤٧	١٠١٠١٠١٤٧	٢٠١٥/٠١/٤٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٧
٤٨	١٠١٠١٠١٤٨	٢٠١٥/٠١/٤٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٨
٤٩	١٠١٠١٠١٤٩	٢٠١٥/٠١/٤٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٤٩
٥٠	١٠١٠١٠١٥٠	٢٠١٥/٠١/٥٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٠
٥١	١٠١٠١٠١٥١	٢٠١٥/٠١/٥١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥١
٥٢	١٠١٠١٠١٥٢	٢٠١٥/٠١/٥٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٢
٥٣	١٠١٠١٠١٥٣	٢٠١٥/٠١/٥٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٣
٥٤	١٠١٠١٠١٥٤	٢٠١٥/٠١/٥٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٤
٥٥	١٠١٠١٠١٥٥	٢٠١٥/٠١/٥٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٥
٥٦	١٠١٠١٠١٥٦	٢٠١٥/٠١/٥٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٦
٥٧	١٠١٠١٠١٥٧	٢٠١٥/٠١/٥٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٧
٥٨	١٠١٠١٠١٥٨	٢٠١٥/٠١/٥٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٨
٥٩	١٠١٠١٠١٥٩	٢٠١٥/٠١/٥٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٥٩
٦٠	١٠١٠١٠١٦٠	٢٠١٥/٠١/٦٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٠
٦١	١٠١٠١٠١٦١	٢٠١٥/٠١/٦١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦١
٦٢	١٠١٠١٠١٦٢	٢٠١٥/٠١/٦٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٢
٦٣	١٠١٠١٠١٦٣	٢٠١٥/٠١/٦٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٣
٦٤	١٠١٠١٠١٦٤	٢٠١٥/٠١/٦٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٤
٦٥	١٠١٠١٠١٦٥	٢٠١٥/٠١/٦٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٥
٦٦	١٠١٠١٠١٦٦	٢٠١٥/٠١/٦٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٦
٦٧	١٠١٠١٠١٦٧	٢٠١٥/٠١/٦٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٧
٦٨	١٠١٠١٠١٦٨	٢٠١٥/٠١/٦٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٨
٦٩	١٠١٠١٠١٦٩	٢٠١٥/٠١/٦٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٦٩
٧٠	١٠١٠١٠١٧٠	٢٠١٥/٠١/٧٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٠
٧١	١٠١٠١٠١٧١	٢٠١٥/٠١/٧١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧١
٧٢	١٠١٠١٠١٧٢	٢٠١٥/٠١/٧٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٢
٧٣	١٠١٠١٠١٧٣	٢٠١٥/٠١/٧٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٣
٧٤	١٠١٠١٠١٧٤	٢٠١٥/٠١/٧٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٤
٧٥	١٠١٠١٠١٧٥	٢٠١٥/٠١/٧٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٥
٧٦	١٠١٠١٠١٧٦	٢٠١٥/٠١/٧٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٦
٧٧	١٠١٠١٠١٧٧	٢٠١٥/٠١/٧٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٧
٧٨	١٠١٠١٠١٧٨	٢٠١٥/٠١/٧٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٨
٧٩	١٠١٠١٠١٧٩	٢٠١٥/٠١/٧٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٧٩
٨٠	١٠١٠١٠١٨٠	٢٠١٥/٠١/٨٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٠
٨١	١٠١٠١٠١٨١	٢٠١٥/٠١/٨١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨١
٨٢	١٠١٠١٠١٨٢	٢٠١٥/٠١/٨٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٢
٨٣	١٠١٠١٠١٨٣	٢٠١٥/٠١/٨٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٣
٨٤	١٠١٠١٠١٨٤	٢٠١٥/٠١/٨٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٤
٨٥	١٠١٠١٠١٨٥	٢٠١٥/٠١/٨٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٥
٨٦	١٠١٠١٠١٨٦	٢٠١٥/٠١/٨٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٦
٨٧	١٠١٠١٠١٨٧	٢٠١٥/٠١/٨٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٧
٨٨	١٠١٠١٠١٨٨	٢٠١٥/٠١/٨٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٨
٨٩	١٠١٠١٠١٨٩	٢٠١٥/٠١/٨٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٨٩
٩٠	١٠١٠١٠١٩٠	٢٠١٥/٠١/٩٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٠
٩١	١٠١٠١٠١٩١	٢٠١٥/٠١/٩١	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩١
٩٢	١٠١٠١٠١٩٢	٢٠١٥/٠١/٩٢	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٢
٩٣	١٠١٠١٠١٩٣	٢٠١٥/٠١/٩٣	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٣
٩٤	١٠١٠١٠١٩٤	٢٠١٥/٠١/٩٤	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٤
٩٥	١٠١٠١٠١٩٥	٢٠١٥/٠١/٩٥	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٥
٩٦	١٠١٠١٠١٩٦	٢٠١٥/٠١/٩٦	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٦
٩٧	١٠١٠١٠١٩٧	٢٠١٥/٠١/٩٧	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٧
٩٨	١٠١٠١٠١٩٨	٢٠١٥/٠١/٩٨	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٨
٩٩	١٠١٠١٠١٩٩	٢٠١٥/٠١/٩٩	توريد مواد بناء	إدارة العقود	١٠١٠١٠١٩٩
١٠٠	١٠١٠١٠٢٠٠	٢٠١٥/٠١/١٠٠	توريد مواد بناء	إدارة العقود	١٠١٠١٠٢٠٠

Basrah Governor Office

According to the procurement reform action plan agreed with Basrah Governor Office, consultation was provided to senior staff from the Contracts Directorate on the selection of a new consulting firm that would assist the governor office in overcoming project implementation obstacles, and reviewing studies, designs and bill of quantities for newly proposed projects. Technical guidance was also provided on how to develop terms of reference for such service. Adopting the new Iraqi constructions codes that were issued in the Iraqi newspapers to new projects was also discussed.

Najaf Governor Office

Engineers from Najaf Reconstruction Commission, contract department staff, and Health Directorate staff are the beneficiaries of the technical support delivered this month in the application of SBDs and development of 2015 procurement plan. Clarity was provided on SBDs for supplying good, execution of work and the completion of the 2015 procurement plan. The governor office is targeting to upload their 2015 procurement plan to their website after submission to MoP.



Ministry of Finance (MoF)

USAID-Tarabot assisted MoP in training 39 (28 males, 11 females) ministry officials on SBDs. The 5-day workshop was held at the ministry HQ, with participation of various ministry directorates and financial sector agencies (i.e. Iraqi Insurance General Company, Agriculture Bank, Al Rasheed Bank, Al Nahrain Islamic Bank, Iraqi Funds for External Development, Iraqi Company for Banking Service, and General Commission for Free Zones).

Four types of SBDs were explained by MoP experts during the workshop. These bidding documents are related to consultancy services, non-consultancy services, supplying goods and execution of work. Participants pointed-out to the conflicts between the documents and the last regulations issued by MoP. Their feedback was documented and will be included among future revisions to the documents and regulations.



2. POLITICAL-ECONOMIC ANALYSIS OF THE OIL SECTOR

USAID-Tarabot continued the comprehensive study on the oil sector in Iraq. Lead by a team of experts, meetings were conducted with oil consultants from the private sector. In addition to site visits to the following Ministry of Oil (MoO) directorates; State Company for Oil Projects (SCOP), Oil Products Distribution Company (OPDC), Southern Oil Company, Southern Refineries Company, and Commission of Oil Operations.

Meetings at HQ were with the Deputy Minister, Minister Chief of Staff and Economic Department Manager, where discussions focused on the problems and challenges facing the development of the

oil sector. *Tarabot* referred to the currently implemented assessment and comprehensive study that can help to address the problems and propose solutions. The Deputy Ministry explained the need in technical assistance in the areas of service provision, technical service contracts, and procurement. Discussions with the Economic Department Manager focused on project management, procurement and other analytical studies related to crude oil extraction and refinery activities.

The meeting with SCOP Quality Management department manager was to collect additional information on the company's function in the field of investment planning, project management, procurement, quality management, and relevant laws and administrative issues that influence the company's performance.. The company organizational chart, PM process flow chart, aggregated projects progress tracking report, staffing and human resource report, and PM teams establishments were among the documents collected.

Lastly, *Tarabot* oil team traveled to Basrah where visits were made to three sites; Southern Oil Company, Southern Refineries Company, and Commission of Oil Operations. The meetings were conducted with the Director General of each company, with the main focus on the collection of data relevant operations and efficient utilization of resources in support of sector assessment. The ministry will send an official letter to facilitate the collection of data from the three sites.

In the meantime, work continues in developing the integrated chapter of the study related to the service provision, where the following information was collected during the meeting with the manager of OPDC Planning and Follow up department/ Studies Division:

- Number of oil products stations
- Oil products consumption
- Oil distribution plans
- Expansion plan for the oil products distribution station

Additionally, input from the private sector oil company continues, as information collected is relevant to the development of a master plan for the oil sector. This master plan is essential in integrating activities for all key players (production, distribution, transportation, and sales) to increase the generation of revenues.

Later in the month work commenced on assessing the MoO organization capacity, with site visit to SCOP. Meetings were conducted with the Deputy DG, and Quality Management Department team. After introducing the six main criteria for organizational development (Leadership, Strategy, People, Resources, Knowledge, and Process), the assessment was initiated with information collected on the current status for each of the six criteria.

3. SOCIAL SAFETY NETWORK (SSN)

Under this extended initiative, USAID-*Tarabot* is working closely with the KRG Ministry of Labor and Social Affairs (KMOLSA), and its four main sites in Erbil, Dahuk, Sulaymaniyah and Garman to link and activate the SSN system. USAID-*Tarabot* intervention under this initiative includes capacity building to ministry staff operating in the targeted sites, on data entry and migration. With a fully functional network, the ministry will be able to better manage payments to eligible beneficiaries, by generating reports on duplicate and non-eligible beneficiaries.

Coordination meetings began with KRG Ministry of Labor and Social Affairs (KMOLSA) SSN IT Manager, PR department Manager, and minister consultant to resume on-job-training and technical assistance. USAID-*Tarabot* SSN Advisor began preparing the necessary documents for the deployment of SSN in the sub-branches of Dahuk, Erbil, and Sulaymaniyah. This included the

generation of error reports for the Dahuk site. These error reports show missing data, empty mandatory fields and mismatch data types. These documents and reports were discussed with ministry senior staff before submitted to the minister.

PROJECT ADMINISTRATION

Staffing, Deployment, Registration

With the arrival of the Finance & Administration Director, expat STTA Senior Procurement Advisor, and local STTA Engineer as part of the *Tarabot* Oil Team, project staff has increase to 31 consisting of 28 local and 3 expats.

Security

Military operations began this month by the Iraqi Forces with the assistance of the Coalition Forces to liberate the city of Tikrit, and its surrounding towns from the Islamic State. This has not affected *Tarabot* operations in Baghdad.

On March 10, 2015, Qatar airways, Emirates airlines, and Etihad airlines suspended their flight operations to all Iraqi airports except Basrah airport. Flights were scheduled to resume after March 24, 2015.

Close out

USAID approved the disposition of:

- IT equipment's: Five (5) laptops, to be transferred to United States Department of State Bureau of Democracy, Human Rights, and Labor (DRL) - TAKATUF project (S-LMAQM-14-GR-1281)
- Damaged Equipment: the equipment has are approved to be sold to the highest bidder. This equipment is expected to be disposed by end of March 2015
- Generators: Three (3) Generators

Badges/Visas

The IZ badging office will resume badge printing process starting next week March 29, 2015. Badges are no longer issued free, as each Badge will cost 15,000 IQD (\$12.5).